

**BETH C. DRAIN, CA CSR NO. 7152**

BEFORE THE  
EVALUATION SUBCOMMITTEE OF THE  
INDEPENDENT CITIZENS' OVERSIGHT COMMITTEE  
TO THE  
CALIFORNIA INSTITUTE FOR REGENERATIVE MEDICINE  
ORGANIZED PURSUANT TO THE  
CALIFORNIA STEM CELL RESEARCH AND CURES ACT  
REGULAR MEETING

LOCATION: ZOOM

DATE: MAY 19, 2021  
12 A.M.

REPORTER: BETH C. DRAIN, CA CSR  
CSR NO. 7152

FILE NO.: 2021-12

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**I N D E X**

<b>ITEM DESCRIPTION</b>	<b>PAGE NO.</b>
<b>OPEN SESSION</b>	
1. CALL TO ORDER.	3
2. ROLL CALL.	3
3. CONSIDERATION OF CRITERIA AND PROCESS FOR EVALUATION OF THE PRESIDENT & CEO OF CIRM.	4
<b>CLOSED SESSION</b>	
NONE	
4. DISCUSSION OF PERSONNEL [EVALUATION OF PRESIDENT] (GOVERNMENT CODE SECTION 11126, SUBDIVISION (A); HEALTH & SAFETY CODE SECTION 125290.30(F) (3) (D)).	
<b>OPEN SESSION</b>	
5. PUBLIC COMMENT.	NONE
6. ADJOURNMENT.	22

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MAY 19, 2021; 11 A.M.

CHAIRMAN THOMAS: I BELIEVE STEVE IS  
CHAIRING THE MEETING.

MS. BONNEVILLE: STEVE, WOULD YOU LIKE TO  
START US OFF?

MR. JUELSGAARD: I'LL CALL THE EVALUATION  
SUBCOMMITTEE OF THE CALIFORNIA INSTITUTE FOR  
REGENERATIVE MEDICINE TO ORDER. DO WE DO A ROLL  
CALL, MARIA, FOR PRESENT OR WHAT?

MS. BONNEVILLE: YES.

MR. JUELSGAARD: THEN LET'S DO THAT.

MS. BONNEVILLE: DEBORAH DEAS. JUDY  
GASSON.

DR. GASSON: HERE.

MS. BONNEVILLE: STEVE JUELSGAARD.

MR. JUELSGAARD: HERE.

MS. BONNEVILLE: JONATHAN THOMAS.

CHAIRMAN THOMAS: HERE.

MS. BONNEVILLE: ART TORRES.

MR. TORRES: HERE.

MS. BONNEVILLE: KRISTINA VUORI.

DR. VUORI: HERE.

MS. BONNEVILLE: I BELIEVE THAT IS ALL.  
IT IS.

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1 MR. JUELSGAARD: LET'S JUST TALK A LITTLE  
2 BIT ABOUT WHAT WE'RE GOING TO TRY AND ACCOMPLISH AT  
3 THIS MEETING. SO THIS IS NOT TO PROVIDE A  
4 PERFORMANCE REVIEW OF MARIA. I'M SURE ALL OF US ARE  
5 QUITE AWARE OF THAT, BUT, RATHER, TO TALK ABOUT BOTH  
6 THE FORM THAT WE WANT TO USE AS WELL AS THE PROCESS  
7 ITSELF. SO LET ME START WITH THE PROCESS A LITTLE  
8 BIT, AND THEN WE CAN GO TO THE FORMS AND TALK ABOUT  
9 THEM.

10 SO THE PROCESS AT THIS POINT IS TO, ONCE  
11 WE HAVE THE EVALUATION FORMS NAILED DOWN, IS TO  
12 PROVIDE A SET OF THEM ON ONE HAND TO THE DIRECTORS,  
13 TO THE ICOC MEMBERS. THAT'S A SEPARATE EVALUATION  
14 FROM THE EVALUATION THAT'S SENT TO MARIA MILLAN'S  
15 LEADERSHIP TEAM OR STAFF. SO THERE ARE TWO  
16 DIFFERENT FORMS BECAUSE SHE SERVES IN TWO DIFFERENT  
17 CAPACITIES, ONE AS HER CAPACITY IN RELATION TO THE  
18 BOARD AND THE OTHER AS THE LEADER OF THE  
19 ORGANIZATION AND MANAGING A GROUP OF PEOPLE.

20 SO THE IDEA WOULD BE THAT WE WOULD, AS  
21 SOON AS WE HAVE THESE NAILED DOWN, PROVIDE THEM TO  
22 THOSE TWO DIFFERENT GROUPS OF PEOPLE, ASKING THEM TO  
23 RESPOND BY MAY 31ST, BY THE END OF THIS MONTH.  
24 THERE'S A BOARD MEETING SCHEDULED AT THE END OF  
25 JUNE, AS I RECALL, RIGHT, J.T., LIKE JUNE 27TH OR

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1 SOMETHING?

2 MS. BONNEVILLE: ON THE 18TH.

3 MR. JUELSGAARD: SO THAT GIVES -- BY THE  
4 WAY, ALL OF THESE PERFORMANCE REVIEWS GO BACK TO  
5 JAMES HARRISON. SO WE DON'T SEE ANY OF THE SPECIFIC  
6 REVIEWS THEMSELVES OR COMMENTS, ET CETERA. RATHER,  
7 THEY'RE COLLECTED AND COLLATED BY JAMES AND HIS CREW  
8 AND THEY COME BACK TO THE ICOC IN THAT FORM. THE  
9 IDEA WOULD BE IS THAT AT THE JUNE MEETING, THEN, WE  
10 WOULD GO INTO AN EXECUTIVE SESSION, A NONPUBLIC  
11 SESSION, AND REVIEW THE COMMENTS AND THE REVIEW --  
12 WELL, COMMENTS AND JUST GENERAL REVIEWS THAT MARIA  
13 HAS RECEIVED SO THAT WE CAN GET A BETTER  
14 UNDERSTANDING OF THEM, PROVIDE ANY INPUT THAT THE  
15 BOARD WANTS TO PROVIDE WITH REGARD TO THAT. THEN  
16 FOLLOWING THAT, THE PERFORMANCE REVIEW WOULD BE  
17 DELIVERED TO MARIA PERSONALLY SO WE WOULD HAVE THE  
18 BOARD'S INPUT.

19 AND WHAT WE'VE DISCUSSED IS THAT THAT IS  
20 SOMETHING THAT JUDY AND I WOULD DO. WE WOULD SIT  
21 DOWN WITH MARIA AS HEADS OF THE EVALUATION  
22 SUBCOMMITTEE TO DELIVER WHATEVER IT IS THAT WE'VE  
23 RECEIVED FROM PEOPLE DOING THE REVIEWING. SO  
24 THAT'S, GENERALLY SPEAKING, AN OUTLINE OF THE  
25 PROCESS THAT WE'VE GOT.

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1 THE ONE THING THAT I WANT TO MAKE CLEAR,  
2 PARTICULARLY WITH RESPECT TO THE REVIEWS OF THE  
3 PEOPLE THAT MARIA MANAGES, AND THAT IS IS THAT THE  
4 GOAL OF THIS REVIEW IS TO HELP MARIA BE A BETTER  
5 MANAGER, A BETTER LEADER FOR THAT STAFF  
6 ORGANIZATION. IT'S NOT MEANT TO BE SOMETHING THAT'S  
7 A NEGATIVE DEVICE, BUT RATHER A POSITIVE DEVICE FOR  
8 HER. SO THAT IF THERE ARE AREAS THAT SHE NEEDS TO  
9 IMPROVE, THAT SHE COMES TO UNDERSTAND THAT AND WORKS  
10 TO IMPROVE IN THOSE AREAS BECAUSE THAT'S OUR GOAL.

11 THE OTHER PART OF THIS ASSOCIATED WITH  
12 THIS REVIEW IS HAVING MARIA ESTABLISH HER OWN  
13 PERSONAL GOALS FOR THE COMING FISCAL YEAR; THAT IS,  
14 FROM JULY 1, 2021, TO JUNE 30, 2022. AND WE WOULD  
15 ASK HER TO PUT TOGETHER THAT LIST OF GOALS IN  
16 ADVANCE OF THE JUNE MEETING, HER VIEW OF HER GOALS  
17 FOR THE COMING YEAR, THAT WE CAN REVIEW. AND IF  
18 THERE ARE THINGS WE THINK NEED TINKERING WITH, WE  
19 CAN TINKER WITH THEM A LITTLE BIT TO PROVIDE OUR  
20 FEEDBACK TO HER.

21 THE OTHER THING THAT MARIA IS GOING TO BE  
22 ASKED TO DO IS TO PROVIDE HER OWN SELF-EVALUATION  
23 USING BOTH THE BOARD-ORIENTED PERFORMANCE REVIEW  
24 FORM AND THE STAFF-ORIENTED, DIRECT REPORT-ORIENTED  
25 REVIEW FORM. WE CAN SEE THAT WAY WHERE THERE'S

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1 OVERLAP IN VIEWPOINTS BETWEEN MARIA AND THE BOARD OR  
2 THE DIRECT REPORTS AND WHERE THERE'S SORT OF A  
3 MISMATCH BECAUSE MISMATCHES ARE THE ONES THAT WE'RE  
4 GOING TO NEED TO POTENTIALLY FOCUS A LITTLE BIT MORE  
5 ON DURING THE DELIVERY OF HER PERFORMANCE REVIEW.

6 SO THAT'S HOPEFULLY A LOT OF INFORMATION  
7 PACKED INTO A SHORT PERIOD OF TIME HERE, BUT THAT'S  
8 THE GAME PLAN. SO LET ME JUST STOP THERE, AND ANY  
9 QUESTIONS, COMMENTS, FEEDBACK? DISCUSSION IS  
10 WELCOMED.

11 DR. VUORI: MAY I ASK A VERY QUICK  
12 FOLLOW-UP QUESTION? I THINK THAT WAS AN EXCELLENT  
13 SUMMARY, STEVE. I THINK IT RESEMBLES THE PROCESS  
14 FROM THE PAST.

15 NOW, THIS SUBCOMMITTEE, DO WE NEED TO MEET  
16 AGAIN AT ANY CHANCE, OR IS THIS OUR ESSENTIALLY  
17 COMMITTEE ROLE TO KICK-START THE PROCESS AND REVIEW  
18 THE FORMS?

19 MR. JUELSGAARD: THAT'S A REALLY GOOD  
20 QUESTION. THE LAST TIME WE DID THIS WAS IN 2018.  
21 WHAT I'M FINDING IS AT THIS AGE WHAT HAPPENED IN  
22 2018 IS A LITTLE MORE DIFFICULT THAN IT USED TO BE.

23 MR. HARRISON: STEVE, I CAN HELP YOU WITH  
24 THAT, NOT BECAUSE MY MEMORY IS BETTER, BUT BECAUSE  
25 I'VE REVIEWED THE MATERIAL.

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1 SO THE PRACTICE IN THE PAST HAS BEEN THAT  
2 MY FIRM WILL COMPILE THE DATA THAT WE RECEIVE AND  
3 SUMMARIZE IT IN THE FORM OF A DRAFT REPORT. WE THEN  
4 IN THE PAST HAVE PRESENTED IT TO THE EVALUATION  
5 SUBCOMMITTEE IN A CONFIDENTIAL SESSION FOR THE  
6 EVALUATION SUBCOMMITTEE TO CONSIDER THE INFORMATION  
7 AND HOW WE SUMMARIZED AND IT TO MAKE CHANGES TO THAT  
8 DRAFT REPORT BEFORE IT IS PRESENTED TO THE BOARD.

9 SO I DON'T KNOW WHETHER YOU WANT TO USE  
10 THAT SAME PROCESS THIS TIME OR GO DIRECTLY TO THE  
11 BOARD, BUT THAT'S THE WAY WE'VE DONE IT PREVIOUSLY.

12 MR. JUELSGAARD: NO. I LIKE THAT PROCESS.  
13 I THINK THAT'S AN EXCELLENT PROCESS. WE SORT OF CAN  
14 FINE-TUNE IT IF WE NEED TO.

15 THE ONE ISSUE WE'RE GOING TO HAVE, AND WE  
16 PROBABLY SHOULD START WORKING ON SCHEDULING A  
17 MEETING NOW, IS GETTING A MEETING LINED UP BEFORE  
18 THE JUNE 17TH BOARD MEETING. I DON'T KNOW HOW LONG,  
19 SO ASSUMING ALL THE FEEDBACK COMES IN BY MAY 31,  
20 JAMES, HOW LONG IT WILL TAKE FOR THE ORGANIZATION  
21 YOU JUST MENTIONED TO COLLATE AND PROVIDE FEEDBACK?

22 MR. TORRES: MR. CHAIRMAN, I JUST HAVE ONE  
23 QUICK QUESTION ON THAT POINT.

24 MR. JUELSGAARD: YES.

25 MR. TORRES: DID WE INDICATE WHEN MARIA --

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1 WE WILL BE SHARING THE RESULTS WITH MARIA BEFORE THE  
2 BOARD MEETING OR AT THE SAME TIME?

3 MR. JUELSGAARD: TYPICALLY WE DO IT AFTER  
4 THE BOARD HAS HAD A CHANCE TO REVIEW THE OUTCOME OF  
5 THE PERFORMANCE EVALUATION AND PROVIDE THEIR OWN  
6 INPUT.

7 MR. TORRES: IN EXECUTIVE SESSION?

8 MR. JUELSGAARD: EXACTLY. SO THAT WILL  
9 HAPPEN AT THE JUNE 17TH MEETING. AND THEN EITHER  
10 THAT SAME DAY OR SHORTLY THEREAFTER JUDY AND I WILL  
11 MEET WITH MARIA AND PROVIDE THE OVERVIEW OF WHAT WE  
12 HAVE GATHERED AND HEARD.

13 MR. TORRES: THANK YOU.

14 MR. JUELSGAARD: YES. BY THE WAY, MARIA  
15 HAS LOOKED AT BOTH OF THESE EVALUATION FORMS. SHE'S  
16 SEEN BOTH OF THEM. SHE'S HAD NO COMMENT ON THEM.  
17 AS FAR AS I CAN TELL, SHE'S SATISFIED WITH WHAT THEY  
18 OUTLINE.

19 MR. HARRISON: STEVE, TO ANSWER YOUR  
20 QUESTION, I THINK WE CAN GET THAT REPORT PREPARED  
21 WITHIN A WEEK, WHICH WOULD MEAN THAT THIS  
22 SUBCOMMITTEE COULD MEET THE WEEK OF JUNE 7TH OR EVEN  
23 EARLY THE NEXT WEEK, I SUPPOSE, I THINK, SINCE THE  
24 BOARD MEETING, MARIA, IS JUNE 17TH?

25 MS. BONNEVILLE: IT'S THE 18TH.

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1 MR. JUELSGAARD: MAYBE WE COULD ASK DOUG,  
2 THEN, IF HE WOULD -- IS DOUG ON THE LINE? I DON'T  
3 KNOW -- TO SEND OUT A DOODLE REQUEST FOR THOSE TIME  
4 PERIODS AND SEE IF WE CAN GET THIS GROUP TOGETHER TO  
5 REVIEW THAT. AND THE SOONER FROM JUNE 7TH ON THE  
6 BETTER IN CASE THERE ARE ANY THINGS THAT WE NEED TO  
7 TUNE UP A LITTLE BIT IN TERMS OF WHAT WE HEAR BACK  
8 FROM THAT ORGANIZATION AND THE COMMENTS THEY'VE  
9 GATHERED. OR IF WE HAVE ANY QUESTIONS OF THEM, WE  
10 CAN ASK THEM AS WELL, THINGS WE MAY BE UNCLEAR  
11 ABOUT.

12 ALL RIGHT. SO PROCESS. ANY OTHER  
13 COMMENTS, QUESTIONS, SUGGESTIONS? IF NOT, THEN  
14 LET'S JUST TURN TO THE FORMS. THERE ARE TWO  
15 DIFFERENT FORMS.

16 FIRST, I'M GOING TO TALK ABOUT. I'M JUST  
17 GOING TO DO THIS BRIEFLY, BUT ALONG THE WAY, AGAIN,  
18 I REALLY WELCOME ANY QUESTIONS, COMMENTS,  
19 SUGGESTIONS TO HELP WITH THIS PROCESS.

20 SO THE ICOC MEMBER FORM IS SLIGHTLY  
21 DIFFERENT, AS YOU WILL SEE, FROM THE DIRECT REPORT  
22 FORM. THEY COVER SOME OVERLAP IN TERRITORY AND SOME  
23 DIFFERENCE IN TERRITORY COVERED. SO FOR THE ICOC WE  
24 SORT OF OUTLINED SEVEN KEY AREAS THAT WE WANTED TO  
25 GET FEEDBACK ON COMING FROM ICOC MEMBERS. SO I'LL

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1 JUST RATTLE THESE OFF, AND THEN WE CAN COME BACK TO  
2 ANY ONE OF THEM THAT YOU WANT TO. WE CAN ADD TO  
3 THESE; WE CAN DETRACT FROM THESE, WHATEVER YOU'D  
4 LIKE TO DO.

5 SO THEY ARE LEADERSHIP, FISCAL DISCIPLINE,  
6 COMMUNICATION, DIVERSITY, COMPLIANCE/PUBLIC  
7 ACCOUNTABILITY, GOAL ORIENTED, AND THEN INTERACTIONS  
8 WITH THE ICOC. THESE FOLLOW THE PATH OF WHAT WE'VE  
9 DONE IN THE PAST. THIS IS SIMILAR IN SCOPE. WE MAY  
10 HAVE WORDED IT SLIGHTLY DIFFERENTLY, BUT ESSENTIALLY  
11 COVERS THE SAME AREAS. THERE ARE FIVE DIFFERENT  
12 ASSESSMENT LEVELS FROM EXCEPTIONAL PERFORMANCE TO  
13 UNSATISFACTORY PERFORMANCE.

14 AND SO I THINK IN DOING THIS, JAMES, THE  
15 ORGANIZATION, WHAT I WOULD DO IS I WOULD GIVE  
16 EXCEPTIONAL PERFORMANCE A SCORE OF FIVE AND THEN  
17 SATISFACTORY A SCORE OF ONE, AND THEN WE WOULD DO A  
18 MEAN AND A MEDIAN ON THE COLLECTION OF ALL OF THESE  
19 FOR EACH OF THESE SEVEN DIFFERENT ASPECTS WE'RE  
20 GOING TO ASK FOR FEEDBACK ON. SO WITHIN EACH OF  
21 THESE, THEN, UNDER THE TERM, FOR EXAMPLE,  
22 LEADERSHIP, THERE ARE A SERIES OF QUESTIONS THAT WE  
23 WOULD LIKE ICOC MEMBERS TO ASK THEMSELVES TO HELP  
24 THEM ANSWER THE PERFORMANCE REVIEW ON LEADERSHIP.

25 LET'S SEE. SO LET'S SAY WE'RE GOING TO

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1 SEND THIS OUT ON MONDAY. WHAT'S THE DATE ON MONDAY?  
2 24. LET ME ASK. 24 WOULD GIVE US TO THE 31ST, A  
3 WEEK. IS THAT ENOUGH TIME? OR SHOULD WE TRY AND  
4 SEND IT OUT YET THIS WEEK?

5 CHAIRMAN THOMAS: STEVE, I WOULD SEND IT  
6 OUT A LITTLE EARLIER IF POSSIBLE. AMONG OTHER  
7 THINGS, THE 31ST, I THINK, IS MEMORIAL DAY AND  
8 THAT'S A LITTLE COMPLICATED PERHAPS. SO IF WE CAN,  
9 SEND THEM OUT A BIT EARLIER. I THINK THAT WOULD BE  
10 PREFERABLE.

11 MR. JUELSGAARD: IS MEMORIAL DAY THE 31ST?  
12 THEN, JAMES, LET'S CHANGE IT TO JUNE 1ST, THE DAY  
13 AFTER MEMORIAL DAY. IT GIVES PEOPLE SOMETHING TO DO  
14 ON MEMORIAL DAY.

15 MS. BONNEVILLE: I'M EXCITED.

16 MR. JUELSGAARD: I KNEW YOU WOULD BE. SO  
17 I AGREE WITH YOU. I'D LIKE TO SEND IT OUT SOON. I  
18 WAS JUST THINKING IF THERE ARE ANY SECOND THOUGHTS  
19 ABOUT SOME OF THE LANGUAGE HERE OR THE INSTRUCTIONS,  
20 ET CETERA, AND THEY COME UP AFTER THE MEETING, WE  
21 COULD DO A LITTLE E-MAIL SESSION AND IRON ANYTHING  
22 OUT THAT WE ARE NOT IRONING OUT TODAY. SOMETIMES  
23 SOMETHING OCCURS TO SOMEBODY AFTER A SESSION IS OVER  
24 WITH AND THEY WISH THEY HAD BROUGHT IT UP OR  
25 ADDRESSED IT AT THE TIME BUT DID'T QUITE COME TO

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1 THEM. SO THIS WILL GIVE US -- TODAY IS WEDNESDAY,  
2 YES. SO THAT GIVES US -- LET'S DO THAT TOMORROW AND  
3 WE'LL SEND IT OUT ON FRIDAY. HOW IS THAT? PROBABLY  
4 MUCH WON'T HAPPEN IF WE SEND IT OUT ON FRIDAY UNTIL  
5 EARLY NEXT WEEK ANYWAY, BUT I WOULD LIKE TO GIVE US  
6 AT LEAST A DAY TO MAKE SURE THAT WE ARE HAPPY WITH  
7 WHAT WE ARE LOOKING AT.

8 MR. HARRISON: AND, STEVE, JUST TO AVOID  
9 ANY BAGLEY-KEENE ISSUES, I WOULD ASK THAT, IF  
10 MEMBERS HAVE ANY ADDITIONAL COMMENTS AFTER FURTHER  
11 REFLECTION, THAT THEY SEND THEM ONLY TO ME RATHER  
12 THAN WITH THE WHOLE SUBCOMMITTEE.

13 MR. JUELSGAARD: GREAT IDEA, JAMES.  
14 THANKS. YOU GOT ME OUT OF THE LOOP. ONE OF MY  
15 GOALS.

16 ALL RIGHT. SO, ANYWAY, WITHIN ANY OF  
17 THESE -- FIRST OF ALL, LET'S DEAL WITH IT. ARE  
18 THERE AREAS BESIDES THESE SEVEN THAT WE THINK SHOULD  
19 BE ADDRESSED? ARE THERE AREAS AMONGST THESE SEVEN  
20 THAT WE THINK ARE SUPERFLUOUS? HEARING NONE,  
21 THEN --

22 CHAIRMAN THOMAS: STEVE, I THINK THESE ARE  
23 ENTIRELY APPROPRIATE. THEY ARE CONSISTENT. THEY  
24 COVER ALL THE GROUND. I THINK IT'S A VERY  
25 COMPREHENSIVE, FINE LIST.

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1 DR. GASSON: I WANT TO JUST THANK STEVE  
2 FOR TAKING THE LABORING OAR IN ALL OF THIS AND  
3 PULLING TOGETHER ALL OF THESE QUESTIONS. I SPENT A  
4 LONG TIME TRYING FIND A WAY TO IMPROVE IT, AND I WAS  
5 UNSUCCESSFUL. SO THANK YOU, STEVE.

6 MR. JUELSGAARD: THANK YOU FOR THOSE  
7 COMMENTS, JUDY.

8 SO ALL RIGHT. I HAVEN'T HEARD ANY OTHER  
9 COMMENTS AT THIS POINT. ANYBODY HAVE ANYTHING? IF  
10 NOT, WE'LL MOVE ON TO THE OTHER FORM.

11 SO THEN THE OTHER FORM IS THE DIRECT  
12 REPORT FORM. AND SO IT COVERS SOME OF THE SAME  
13 GROUND, BUT SOME DIFFERENT GROUND, AND PERHAPS SOME  
14 OF THE WORDING EVEN ON THE SAME GROUND IS A BIT  
15 DIFFERENT. SOME OF THE QUESTIONS BEING ASKED ARE  
16 SLIGHTLY DIFFERENT THAN ARE BEING ASKED FOR THE  
17 ICOC. SO THIS IS MARIA'S OTHER ROLE.

18 SO, AGAIN, THE TOPICS THAT ARE OUTLINED  
19 HERE ARE HER LEADERSHIP AND LEADERSHIP STYLE,  
20 MANAGEMENT OR DECISION-MAKING STYLE, HER DELEGATION,  
21 THE DIVERSITY OF THE ORGANIZATION, COMMUNICATION,  
22 AND THEN ORGANIZATIONAL HEALTH. AND, AGAIN, THIS  
23 TRACKS LARGELY WHAT WE'VE DONE BEFORE. THERE MAY BE  
24 SOME WORDING CHANGES FROM WHAT WE PROVIDED BEFORE,  
25 BUT THESE ARE THE AREAS THAT WE WANTED TO

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1 INTERROGATE TO SEE WHAT HER DIRECT REPORTS THOUGHT  
2 OF HER PERFORMANCE IN THESE AREAS.

3 SO LET ME, AGAIN, GO BACK TO ARE THERE ANY  
4 COMMENTS, QUESTIONS, SUGGESTIONS AS TO THE  
5 CATEGORIES? THERE ARE SEVEN HERE AS THERE WERE  
6 SEVEN WITH THE BOARD MEMBER QUESTIONNAIRE. ARE  
7 THERE ANY THOUGHTS ABOUT THESE DIFFERENT CATEGORIES  
8 OR AREAS? DO WE HAVE THE RIGHT ONES? SHOULD WE ADD  
9 SOME, ADD SOME, DETRACT SOME? VERY OPEN TO THOUGHTS  
10 ON THAT.

11 AND IF NOT, THEN WITHIN ANY OF THOSE, ARE  
12 ANY OF THE QUESTIONS THAT ARE BEING ASKED, DO YOU  
13 HAVE ANY CONCERNS OR QUESTIONS ABOUT QUESTIONS  
14 WITHIN THIS DOCUMENT? ALL RIGHT. WELL, THEN, IF  
15 THERE ARE -- AS I SAID, IF ANYTHING OCCURS TO YOU  
16 AFTER THIS IS OVER WITH, YET TODAY OR TOMORROW, IF  
17 YOU WOULD PLEASE SEND YOUR THOUGHTS ALONG TO JAMES.  
18 AND, JAMES, IS IT POSSIBLE, ONCE YOU GET THOSE, THAT  
19 YOU AND I COULD DISCUSS ANY CHANGES MADE?

20 MR. HARRISON: YES.

21 MR. JUELSGAARD: OKAY. AND THEN WE'LL GO  
22 FROM THERE. ASSUMING, ONCE WE GET THIS PUT TO BED,  
23 THIS WILL GO OUT ON FRIDAY IN AN E-MAIL FORM. NOW,  
24 WE HAVE THIS SET UP THAT THIS CAN BE COMPLETED  
25 ONLINE, RIGHT, AND WE JUST HAVE TO PLUG IN THE LINK

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1 TO WHEREVER THAT IS?

2 MS. BONNEVILLE: YES.

3 DR. JUELSGAARD: OKAY. THAT KIND OF  
4 CONCLUDES WHAT I WANTED TO COVER IN THIS MEETING,  
5 BUT YOU MAY HAVE OTHER ISSUES OR THOUGHTS OR IDEAS.  
6 SO ANYTHING ELSE ANYBODY ELSE WANTS TO ADD AT THIS  
7 POINT?

8 DR. VUORI: ANOTHER VERY QUICK PROCESS  
9 QUESTION. IT MAY BE THAT ONE OR MORE OF THE ICOC  
10 MEMBERS WHO HAVE MORE RECENTLY JOINED THE GROUP  
11 WOULD LIKE TO SEE A PREVIOUS EVALUATION OF MARIA.  
12 IS THAT SOMETHING THAT SHOULD BE AVAILABLE OR NOT?

13 MR. JUELSGAARD: YOU RAISE A REALLY GOOD  
14 POINT, KRISTINA, AND ONE THAT I HAD FORGOTTEN TO  
15 ACTUALLY ASK BECAUSE I'D LIKE TO UNDERSTAND HOW THIS  
16 GROUP THINKS ABOUT IT.

17 SO WE HAVE SOME BOARD MEMBERS WHO HAVE  
18 JUST JOINED, AND THEY'VE BEEN PRESENT AT, WHAT,  
19 MAYBE TWO BOARD MEETINGS NOW THAT WE'VE HAD THIS  
20 YEAR. AND SO IT CALLS INTO QUESTION HOW PREPARED  
21 THEY ARE TO ENTER INTO A PERFORMANCE EVALUATION LIKE  
22 THIS WITH THAT SHORT OF A LEAD-TIME. I'M VERY OPEN  
23 TO GOING EITHER WAY. EITHER WE INCLUDE EVERYBODY  
24 WHO'S ON THE BOARD CURRENTLY, AND THEN I THINK  
25 YOU'RE RIGHT, CHRISTINA. MAYBE SEEING WHAT WAS DONE

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1 BEFORE WOULD BE, PARTICULARLY FOR BOARD MEMBERS WHO  
2 ARE NEW, WOULD PROBABLY BE HELPFUL. BUT ON THE  
3 OTHER HAND, IF WE WANT TO LIMIT IT TO PEOPLE WHO ARE  
4 ON THE BOARD AT THE CLOSE OF THE CALENDAR YEAR, THAT  
5 IS, I CALL THIS THE OLD BOARD, THE PRE-PROP 14  
6 BOARD, THEN WE COULD JUST LET THE OTHER BOARD  
7 MEMBERS KNOW THAT THIS PROCESS IS GOING ON, BUT WE  
8 ARE NOT REQUESTING THEIR INPUT BECAUSE THEY'VE BEEN  
9 ON THE BOARD SUCH A SHORT TIME.

10 SO THOUGHTS ON THAT BECAUSE I THINK THAT'S  
11 AN OPEN QUESTION.

12 CHAIRMAN THOMAS: STEVE, MY THOUGHT IS A  
13 NUMBER OF THESE BOARD MEMBERS -- WE'VE ACTUALLY HAD  
14 MORE BOARD MEETINGS THAN ONE MIGHT THINK SINCE THE  
15 BEGINNING OF THE YEAR. WE'VE HAD LIKE FOUR OR FIVE,  
16 IN FACT, AT THIS POINT. AND I THINK THAT THAT WOULD  
17 GIVE A REASONABLE FEEL FOR THE NEW MEMBERS ABOUT HOW  
18 MARIA HAS DONE. OBVIOUSLY NOTHING COMPREHENSIVE AND  
19 NOTHING INFORMED BY HISTORICAL PERSPECTIVE, BUT I  
20 THINK I WOULD BE IN FAVOR OF FULL INCLUSION. AND I  
21 THINK THAT THAT WOULD BE APPRECIATED BY THE NEW  
22 MEMBERS AS WELL. AS TO THEM SEEING WHAT WAS SAID IN  
23 THE PAST, I THINK THAT'S A TOTALLY GOOD IDEA. AND  
24 THAT CAN SORT OF SOMEHOW FILL IN SOME OF THE  
25 HISTORICAL GAPS. THAT'S MY THOUGHT. THANK YOU.

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1 MR. JUELSGAARD: SO, JAMES -- I AGREE WITH  
2 YOU, J.T. I THINK THAT'S THE BETTER APPROACH.

3 JAMES, WHEN WE SEND THIS OUT TO THE BOARD  
4 MEMBERS, DO WE WANT TO SEND OUT THE PREVIOUS  
5 EVALUATION TO ALL BOARD MEMBERS OR JUST TO THE MORE  
6 RECENT ONES?

7 MR. HARRISON: I WOULD RECOMMEND SHARING  
8 IT WITH ALL THE BOARD MEMBERS TO REFRESH THE  
9 RECOLLECTION OF THOSE WHO WERE HERE, WHAT ISSUES  
10 WERE IDENTIFIED OR AREAS OF IMPROVEMENT, AND TO GIVE  
11 THEM A REMINDER OF WHAT THE PROCESS LOOKS LIKE SO  
12 THAT THEIR EXPECTATIONS ARE ALIGNED WITH WHAT THEY  
13 WILL LIKELY SEE IN THE NEXT FEW WEEKS.

14 MR. JUELSGAARD: RIGHT. AND THE ONLY TWO  
15 DOCUMENTS THAT THEY WOULD GET, THEN, ARE THE ICOC  
16 MEMBER PERFORMANCE EVALUATION FORM FOR THIS TIME AND  
17 THAT SAME ICOC MEMBER FORM FOR THE PREVIOUS  
18 EVALUATION. THEY'RE NOT GOING TO SEE THE DIRECT  
19 REPORT EVALUATIONS. WE COULD DO THAT BEFORE THE  
20 MEETING OF THE ICOC SO THEY CAN DO A COMPARE.

21 MR. HARRISON: STEVE, I GUESS THE QUESTION  
22 I WOULD POSE TO YOU AND THE OTHER MEMBERS IS WHETHER  
23 YOU WOULD LIKE TO SHARE THE SUMMARY REPORT THAT WE  
24 PREPARED AND PRESENTED TO THE BOARD IN DECEMBER OF  
25 2018 WHICH INCLUDES THE MEMO FROM YOU AND JUDY TO

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1 MARIA OUTLINING YOUR CONCLUSIONS AS WELL AS MARIA'S  
2 SELF-ASSESSMENT FROM 2018.

3 DR. VUORI: IS THAT THE PUBLIC DOCUMENT?

4 MR. HARRISON: IT'S NOT PUBLIC. THIS WAS  
5 A CONFIDENTIAL DOCUMENT THAT WAS SHARED IN CLOSED  
6 SESSION. SO ALL OF THIS MATERIAL IS CONFIDENTIAL  
7 WITH THE EXCEPTION OF THE FORMS THEMSELVES.

8 MR. JUELSGAARD: SO THEN I'M HESITANT TO  
9 DO THAT BECAUSE THERE WAS NO -- WE DIDN'T SEND OUT  
10 ELECTRONICALLY THIS ASSESSMENT AT THE TIME OF THE  
11 2018 EVALUATION. RIGHT? THIS WAS DONE IN A CLOSED  
12 SESSION. NOTHING LEFT THE ROOM, SO TO SPEAK, EXCEPT  
13 WHAT JUDY AND I PRESENTED TO MARIA MILLAN.

14 MR. HARRISON: I DON'T REMEMBER -- MAYBE  
15 MARIA BONNEVILLE CAN HELP ME HERE -- WHETHER WE  
16 DISTRIBUTED THE MATERIALS IN ADVANCE OF THE MEETING  
17 OR SIMPLY HANDED THEM OUT AT THE MEETING. I SUSPECT  
18 THE LATTER.

19 MS. BONNEVILLE: I THINK SO. I THINK  
20 THAT'S WHAT IT WAS.

21 DR. VUORI: I THINK IT WAS THE LATTER, AND  
22 NOBODY KEPT ANYTHING; IN OTHER WORDS, MATERIAL WAS  
23 COLLECTED.

24 MR. JUELSGAARD: THAT'S THE METHOD I  
25 PREFER. THAT WAY WE DON'T HAVE THE POSSIBILITY OF

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1 SOMEBODY INADVERTENTLY SENDING SOMETHING VERY  
2 CONFIDENTIAL OUT TO SOMEBODY WE DON'T WANT IT GOING  
3 TO.

4 SO WHAT WE'LL JUST SEND OUT ARE THE -- I  
5 GUESS ACTUALLY IF WE ARE DOING THIS, WE DON'T REALLY  
6 PROVIDE THEM ANYTHING FROM THE PAST NOW THAT I THINK  
7 ABOUT IT. FORGET THE 2018 EVALUATIONS. ALL WE'RE  
8 SENDING THEM IS THIS FORM AND ASKING THEM TO FILL IT  
9 OUT TO THE BEST OF THEIR ABILITY AND INCLUDE ALL  
10 CURRENT BOARD MEMBERS. GOT IT.

11 DR. GASSON: I AGREE WITH THAT. I THINK  
12 THAT'S THE FAIREST THING TO DO. EVEN IF THEY'RE  
13 NEW, THEY MAY HAVE FORMED IMPRESSIONS AROUND SOME OF  
14 THESE QUESTIONS. AND THE ONES THAT THEY HAVEN'T YET  
15 HAD ENOUGH EXPERIENCE, THEY CAN JUST IGNORE THEM.

16 MR. TORRES: SO THE ANSWER WILL BE NO IF  
17 SOMEONE ASKS FOR THAT 2018 EVALUATION?

18 MR. JUELSGAARD: YES.

19 MR. TORRES: I'M FINE WITH THAT.

20 MR. JUELSGAARD: JAMES, WHEN THE ANALYSIS  
21 GETS DONE, JUST FOR MY OWN PERSONAL BENEFIT TO SEE  
22 IF THERE'S ANY DIFFERENCES SHOWING UP, THEY CAN DO  
23 THE OVERALL ANALYSIS. AND THEN CAN THEY DO TWO  
24 SUBGROUPS, THE EXISTING AS OF THE END OF 2020 BOARD  
25 MEMBERS, HOW THEY LINE UP, AND THEN THE NEW BOARD

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1 MEMBERS JUST SEE IF THERE'S COMPLETE OVERLAP OR  
2 THERE'S SOME DIFFERENCE SHOWING UP BECAUSE THERE'S A  
3 DIFFERENCE IN TERMS OF THE LENGTH OF A RELATIONSHIP  
4 THAT MAY HAVE SOME INFLUENCE ON HOW PEOPLE SEE  
5 THINGS.

6 MR. HARRISON: SO AT LEAST AS THE SURVEY  
7 IS SET UP CURRENTLY, IT IS ANONYMOUS, MEANING WE  
8 DON'T TRACK WHICH BOARD MEMBERS COMPLETED IT OR WHO  
9 THEY ARE. IF YOU WANTED TO, WE COULD CERTAINLY DO  
10 THAT, BUT HISTORICALLY WE HAVE NOT.

11 MR. JUELSGAARD: SO ON THE LAST PAGE, ON  
12 PAGE 10, IT SAYS REVIEWER AND DATE.

13 MR. HARRISON: YES. GOOD POINT. FOR  
14 PEOPLE WHO COMPLETE THE FORM, THEY WILL OFTEN  
15 INCLUDE THEIR NAME. I DON'T RECALL, WHEN FOLKS USE  
16 SURVEY MONKEY, WHETHER OR NOT THERE WAS A PLACE FOR  
17 THEIR NAME. I DON'T BELIEVE THERE WAS. SO I THINK  
18 THAT'S THE CATCH.

19 MR. JUELSGAARD: GOT IT. YEAH. IF WE CAN  
20 DIFFERENTIATE, THEN THAT'S FINE. IT'S NOT ALL THAT  
21 IMPORTANT. JUST CURIOUS. ALL RIGHT. GOOD  
22 QUESTION, KRISTINA.

23 ANYTHING ELSE TO BE DISCUSSED BEFORE WE  
24 MOVE FORWARD HERE? ALL RIGHT.

25 I JUST WANT TO REMIND EVERYBODY THAT

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1 THERE 'S A BASKETBALL GAME TONIGHT. IT'S GOING TO BE  
2 A BARN BURNER.

3 CHAIRMAN THOMAS: I LIKE THIS. SOMEBODY  
4 ELSE BRINGING THAT UP BESIDES ME. EXCELLENT.

5 MR. JUELSGAARD: THERE 'S A CLEAR WINNER IN  
6 THERE AND A DESERVED WINNER. LET SAY THAT, J.T.  
7 THERE 'S A CLEAR DESERVED WINNER THERE.

8 CHAIRMAN THOMAS: THIS IS IN ADVANCE  
9 YOU'RE SAYING THAT?

10 MR. JUELSGAARD: I'M SPEAKING UP.

11 MR. TORRES: I HOPE YOU ARE TALKING ABOUT  
12 THE WARRIORS, STEPHEN.

13 CHAIRMAN THOMAS: OF COURSE HE IS. I WILL  
14 WITHHOLD COMMENT PENDING RESULT.

15 DR. GASSON: THANK YOU AGAIN, STEVE, FOR  
16 ALL YOUR WORK ON THIS. I REALLY APPRECIATE IT.

17 MR. TORRES: HERE. HERE. AND YOU TOO,  
18 JUDY.

19 CHAIRMAN THOMAS: THANK YOU BOTH. STEVE,  
20 THANKS FOR A GREAT, WELL-RUN MEETING.

21 MR. JUELSGAARD: THANK YOU, GUYS.

22 DR. GASSON: VERY EFFICIENT TOO.

23 (THE MEETING WAS THEN CONCLUDED AT 11:30 A.M.)  
24  
25

**REPORTER'S CERTIFICATE**

I, BETH C. DRAIN, A CERTIFIED SHORTHAND REPORTER IN AND FOR THE STATE OF CALIFORNIA, HEREBY CERTIFY THAT THE FOREGOING TRANSCRIPT OF THE ZOOM PROCEEDINGS BEFORE THE EVALUATION SUBCOMMITTEE OF THE INDEPENDENT CITIZEN'S OVERSIGHT COMMITTEE OF THE CALIFORNIA INSTITUTE FOR REGENERATIVE MEDICINE IN THE MATTER OF ITS REGULAR MEETING HELD ON MAY 19, 2021, WAS HELD AS HEREIN APPEARS AND THAT THIS IS THE ORIGINAL TRANSCRIPT THEREOF AND THAT THE STATEMENTS THAT APPEAR IN THIS TRANSCRIPT WERE REPORTED STENOGRAPHICALLY BY ME AND TRANSCRIBED BY ME. I ALSO CERTIFY THAT THIS TRANSCRIPT IS A TRUE AND ACCURATE RECORD OF THE PROCEEDING.

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